



NEW JERSEY PERFORMING ARTS CENTER
ARTS EDUCATION PROGRAM

TEN-YEAR ACTION PLAN

FIRST DRAFT

September 1994

Ten-Year Action Plan
First Draft

© 1994, New Jersey Performing Arts Center, all rights reserved.

Cover:

Mural prepared by students from the 13th Avenue Elementary School in Newark for the NJPAC Mural Magic Project in 1994.

Acknowledgements:

The activities that contributed to the development of this first draft of the *Ten-Year Action Plan* could not have happened without the support and generosity of many individuals. A great deal of gratitude is expressed to the members of the Arts Education Committee and its chairperson Ms. Barbara W. Bell, as well as the members of the Arts Education Resource Team and the Youth Resource Team. Special thanks is extended to Broad National Bank and Rickel Home Centers & Georgia Pacific, Inc. for their generous sponsorship of *Mural Magic*. We also express our gratitude to The Newark Museum for its assistance and guidance with the *Mural Magic* Study Guide and the May 25th *Street Celebration*. NJPAC extends its appreciation to Marva Richardson and Wilson Woodridge Architects, NJIT, Janet Taylor Pickett and Essex County College, the City of Newark, City Without Walls Gallery, the volunteer photographers, volunteer artist mentors, and to all of the school administrators and teachers for all their time, expertise, and assistance with *Mural Magic*. Special thanks to A&P for their generosity in sponsoring the *Fat City* residency and performances. We sincerely appreciate the artistic contributions of the National Dance Institute, New Jersey Ballet, and Premiere Dance Theater, as well as the support of the Newark and Union Boards of Education, the City of Newark, National Westminster Bank NJ, the Ann Earle Talcott Fund, all of our *Fat City* volunteers, and the participating schools and students. Special thanks to the Prudential Foundation for making possible the Newark Public Schools research project.

NJPAC would like to thank the following individuals for their immeasurable commitment and participation during the planning process: the survey respondents from community-based organizations, arts organizations, national survey respondents, and Pat Kettenring and the Rutgers University Business In the Arts Program, and Marete Wester and the Alliance for Arts Education/NJ. We would also express our appreciation to Scott Brandon, Lincoln Center; Derek Gordon, John F. Kennedy Center for the Performing Arts; Mark Alexander, Richard B. Baumgardner Center for the Performing Arts; Dr. Clement Price, Rutgers University; E'Vonne Coleman, Durham Arts Council; and, Dr. Jamie Savedoff, Montgomery Township Schools for sharing their expertise and insight as guest speakers at our Arts Education Resource Team conferences. Thanks to the following organizations that generously provided us with the use of their facilities: The Newark Museum; The Prudential Foundation; Rutgers University; Newark Library; Princeton University; and, Saiber, Schlesinger, Satz, and Goldstein. A very special thanks to all of the volunteers who continue to give NJPAC their untiring dedication and enthusiasm.

Finally, the NJPAC Arts Education Program is made possible by the generous support of the Victoria Foundation, Turrell Fund, and NJPAC Arts Education Endowment Fund.

New Jersey Performing Arts Center
One Gateway Center, 12th Floor, Newark, NJ 07102
201-648-8989

Page 1 of 1

Document ID: 123456789

Subject: [Illegible]

[Illegible text block]

[Illegible text block]

[Illegible text block]

TABLE OF CONTENTS

	<u>Page</u>
OVERVIEW	2
PURPOSE OF THE PLANNING PROCESS	2
TIMEFRAME	2
METHODOLOGY	
Public Participation	3
Public Discourse	4
Research	4
Early Action Projects	5
ARTS EDUCATION: A DEFINITION	6
VISION	6
MISSION and GOALS	8
PROGRAMS	
Pilot Projects - 1995 and 1996	9
Post Opening Night - 1997 through 2004	11
COLLABORATIONS	14
SUPPORTING FACTORS	16
ADMINISTRATION	18
CONCLUSION	20
APPENDICES	
A - Arts Education Committee	
B - Youth Resource Team	
C - Arts Education Resource Team	
D - Conferences and Retreats	

1	OVERVIEW
2	PURPOSE OF THE PLANNING PROCESS
3	THE PLAN
4	ACTION PLAN
5	Task Analysis
6	Task Analysis
7	Task Analysis
8	Task Analysis
9	Task Analysis
10	Task Analysis
11	Task Analysis
12	Task Analysis
13	Task Analysis
14	Task Analysis
15	Task Analysis
16	Task Analysis
17	Task Analysis
18	Task Analysis
19	Task Analysis
20	Task Analysis
21	Task Analysis
22	Task Analysis
23	Task Analysis
24	Task Analysis
25	Task Analysis
26	Task Analysis
27	Task Analysis
28	Task Analysis
29	Task Analysis
30	Task Analysis
31	Task Analysis
32	Task Analysis
33	Task Analysis
34	Task Analysis
35	Task Analysis
36	Task Analysis
37	Task Analysis
38	Task Analysis
39	Task Analysis
40	Task Analysis
41	Task Analysis
42	Task Analysis
43	Task Analysis
44	Task Analysis
45	Task Analysis
46	Task Analysis
47	Task Analysis
48	Task Analysis
49	Task Analysis
50	Task Analysis
51	Task Analysis
52	Task Analysis
53	Task Analysis
54	Task Analysis
55	Task Analysis
56	Task Analysis
57	Task Analysis
58	Task Analysis
59	Task Analysis
60	Task Analysis
61	Task Analysis
62	Task Analysis
63	Task Analysis
64	Task Analysis
65	Task Analysis
66	Task Analysis
67	Task Analysis
68	Task Analysis
69	Task Analysis
70	Task Analysis
71	Task Analysis
72	Task Analysis
73	Task Analysis
74	Task Analysis
75	Task Analysis
76	Task Analysis
77	Task Analysis
78	Task Analysis
79	Task Analysis
80	Task Analysis
81	Task Analysis
82	Task Analysis
83	Task Analysis
84	Task Analysis
85	Task Analysis
86	Task Analysis
87	Task Analysis
88	Task Analysis
89	Task Analysis
90	Task Analysis
91	Task Analysis
92	Task Analysis
93	Task Analysis
94	Task Analysis
95	Task Analysis
96	Task Analysis
97	Task Analysis
98	Task Analysis
99	Task Analysis
100	Task Analysis

OVERVIEW

The New Jersey Performing Arts Center (NJPAC) is committed to developing an Arts Education Program that places children and families at the heart of its overall artistic mission. Arts education was designated as a principal initiative in June of 1991, six years prior to the completion of NJPAC's Phase I facility, which is scheduled to begin operating in Spring 1997.

PURPOSE OF THE PLANNING PROCESS

The planning process is designed to provide a carefully developed *Ten-Year Action Plan* that will serve as a blueprint for the implementation of a meaningful and comprehensive Arts Education Program at the New Jersey Performing Arts Center.

TIMEFRAME

There are four benchmarks for developing and implementing the *Ten-Year Action Plan*:

Development of Action Plan

- Completion of Planning Process Document 10/5/92 - 4/30/93
(Seven Months)
- Engage In Planning Cycle and Early Action Projects 5/1/93 - 12/31/94
(18 Months)

Implementation of Action Plan

- Engage in Pilot Projects and Market Development 1/1/95 -12/31/96
(Two Years)
- Execute On-Site Projects and Activities 1/1/97 - 12/31/2004
(Eight Years)

METHODOLOGY

The NJPAC Arts Education Program has focused on three main areas during the 18-month planning process that was begun in May 1993 to develop the *Ten-Year Action Plan*: Public Discourse, Research, and, Early Action Projects. Each of these areas has been undertaken in order to accumulate information so that we could explore the multitude of possibilities, needs, and expectations for developing a comprehensive Arts Education Program. The total amount of input received during the planning process has been considered for inclusion in the *Ten-Year Action Plan*. It is only through this inclusive process that we can advance our goal of being a place of access, interest, and, involvement for all New Jersey residents.

Public Participation

The Arts Education Program organized three resource teams to assist in developing the *Ten-Year Action Plan*.

The NJPAC Arts Education Program has been guided by the insight and expertise of the Arts Education Committee (AEC). The AEC serves as a sounding board for management and the Board of Directors on arts education matters, and considers issues of long range importance to the Arts Education Program. The AEC is comprised of four NJPAC board members and seven key members from New Jersey's education, philanthropic, government and arts communities (See Appendix A).

The NJPAC Youth Resource Team (YRT) will continue to provide ideas, participation, and feedback to the Arts Center to ensure that the programs and activities of NJPAC are accessible and meaningful to the youth of New Jersey. The attendees at the initial meeting held in August 1994 were from Essex County communities and represented a variety of backgrounds and ranged from 13 to 21 years of age. NJPAC wants young people to have their expressed needs and views incorporated into the development of the Arts Education Program *Ten-Year Action Plan*, because upon the Arts Center's completion, they will be a prime constituency for participation. The membership of the YRT will eventually encompass young people from geographic locations throughout New Jersey (See Appendix B).

During the initial stages of the planning process the Arts Education Program organized the Arts Education Resource Team (AERT) representing a broad range of backgrounds and experience to exchange ideas about NJPAC's roles and opportunities in the provision of arts education services. The AERT was put into place in the Spring of 1993 to give guidance, input, and feedback to NJPAC during the 18-month Planning Process. The AERT is comprised of 150 key individuals and organizations drawn from the arts, community-based, philanthropic, transportation, media, education, and government sectors of New Jersey (See appendix C).

Public Discourse

A series of four focus groups were conducted in March of 1993 to engage in intimate and candid discussions with key arts, education, and community-based leadership from throughout the state. These sessions guided us in the following ways:

- reinforced our awareness of NJ's rich and diverse arts education resources;
- emphasized the need for collaboration as opposed to duplication of efforts;
- confirmed our intent to expand beyond schools to community-based organizations;
- highlighted the virtual non-existence of theater and dance programs in schools;
- stressed the importance of services and arts education partnerships for Newark;
- encouraged NJPAC to serve students from all geographic areas of the state; and,
- assisted with the design of the survey instruments used in NJPAC research.

During the course of the planning process, NJPAC sponsored five conferences that offered a broad range of diverse participants immediate input into NJPAC's institutional planning. By initiating this intellectual exchange and sharing critical information, the conferences established a "spirit of collegiality" that served as the guiding principle of the planning process (See Appendix D).

Research

One of the key elements in developing a comprehensive Arts Education Program has been the compilation of a reliable base of information upon which we can confidently build a *Ten-Year Action Plan*. The objectives of the NJPAC research project were to collect, compile and analyze available information on the nature, types and comprehensiveness of arts education activities provided by local and statewide arts and community-based organizations; to assess the needs and identify opportunities for partnerships with the New Jersey arts and educational community; to determine unmet service needs as identified by providers, users and funders of arts education programs; and to identify exemplary statewide and national arts education initiatives which may be replicated at NJPAC. Data collected at the local, state, and national levels have been used to generate research findings that will assist in developing a series of action plans to carry out the mission of NJPAC's Arts Education Program.

During the planning process, research reports have been completed on arts education programs and activities of the following: New Jersey Arts Organizations, New Jersey Community-based Organizations, Performing Arts Centers (Nationally), A Profile of the Newark Public Schools: Arts Education Programs and Activities, New Jersey Philanthropic Organizations, and a Survey Report on Schools of the Arts (local and national). A multiple data collection approach -- surveys, interviews, document review, etc. -- was implemented to gather information on the existing arts education programs and needs represented by these sources.

Data obtained from these sources have been quantified and assembled into a computerized database inventory and information retrieval system. The database inventory was used to generate analyses of the survey data, which was converted into reports containing descriptive narrative and graphic statistics.

Early Action Projects

The Arts Education Program implemented two Early Action Projects during the planning process that were designed to address the following issues cited during the focus group sessions:

- signal the high quality of arts education projects to be presented by NJPAC;
- demonstrate NJPAC's potential as a resource for children statewide; and,
- involve the participation of New Jersey artists and performing companies.

The first of these projects, *Fat City*, was a dance residency conducted in the Newark and Union School Districts in collaboration with the National Dance Institute. *Fat City* brought together 180 fourth through sixth grade students to study, rehearse, and perform with professional dance and music artists during a five-week residency program. The project consisted of a 20-day in-school residency and a 5-day rehearsal and performance process spanning from April 11 to May 13, 1994. Five final performances (four school matinee performances and one community evening performance) were held at Newark Symphony Hall reaching a total audience of 8,800 people.

The project was successful in bringing together urban and suburban school children to assist in building bridges between diverse ethnic, economic, and geographic cultures. A most rewarding feature of *Fat City* was the involvement of two dance teaching assistants, from New Jersey Ballet and Premiere Dance Theatre, along with three vocalists and four pianists from New Jersey, who participated in the project.

NJPAC's second early action project generated even broader participation. The NJPAC *Mural Magic* project, completed in May 1994, culminated in a "landscape mural" that currently surrounds the construction site. A total of 185 individual murals were created by approximately two-thousand 2nd through 12th grade students from 141 New Jersey public schools, private schools and community organizations from Bergen, Essex, Hudson, Morris, Passaic, and Union counties. The murals were installed at the construction site during the month of May and were unveiled at a special "street celebration" at the construction site on May 25, 1994. Besides acquainting the State's student population with NJPAC and beautifying the City of Newark while the Center is being built, *Mural Magic* sought recognition for the talented children that participated in this project.

Each of the main areas of our planning process methodology resulted in important contributions to the task of determining a philosophical direction and vision for the Arts Education Program which is contained in this first draft of the *Ten-Year Action Plan*.

ARTS EDUCATION: A DEFINITION

The NJPAC Arts Education Program embraces the definition of arts education as stated by the National Coalition for Education in the Arts, a consortium of 28 national arts organizations. **Arts education is the process of teaching and learning how to create and produce the visual and performing arts, and how to understand and evaluate art forms created by others.** Along with language, mathematics, the natural sciences, and the social sciences, the arts constitute an integral component of a fundamental education.

The NJPAC Arts Education Program will focus its resources on the performing arts, specifically: *music; dance; theater; literary arts (including poetry and playwriting); and media arts (including audio and video production and recording).*

The activities of the NJPAC Arts Education Program will reflect the cultural diversity of New Jersey's population and encompass classical, traditional, and contemporary art and society.

VISION

ARTS CENTERED CHILDREN is the theme for the *Ten-Year Action Plan* for the Arts Education Program. This theme embodies the philosophical underpinnings for the artists and programs reflected in this Action Plan.

This philosophical approach is grounded in the belief that *the arts provide an essential base of information for children to know the world in which they exist, and that the arts constitute a desirable medium for expressing their response to this world.*

Elliot Eisner of Stanford University makes the case that, ".... The arts, in other words, have a genuine cognitive power in their ability to reveal a dimension of the world, as well as of the self, entirely denied to an exclusively quantitative way of knowing."

Our decision to focus on developing **ARTS CENTERED CHILDREN** is based on the belief that *every child deserves to have an understanding of the intrinsic value of the arts as a means of articulating, among other things: feelings; beauty; passion; conflict; ideas; knowledge; differences; and, crises.* This basic right, which should be accessible for all children, across the arts disciplines, is almost unattainable for large numbers of New Jersey's young.

Elliot Eisner further states that, "The first step in grasping the major place of the arts in a valid concept of education is to begin to understand the cognitive nature of the arts and the essential importance of the kinds of knowledge that the arts and artistic activity make possible. The arts can be a primary way through which we gain and nourish a heightened awareness of our inner being."

Our charge as an artistic institution, which can provide a unique forum for the creativity of young people, helped shape NJPAC's decision to specifically focus on developing and implementing arts education programs and activities that *allow the artist within each child to emerge, as well as giving children a useful understanding of the artistic voice as a channel for developing a personal voice.*

NJPAC arts education programs and activities will be *designed to provide participating children with a medium for sharing their inner human spirit through forms of expression, such as: words; movement; color; touch; texture; dialogue; images; silence; and sound.*

The program will emphasize *introducing children to the process of thinking creatively, and its role in the development of original works of art* including playwriting, poetry, choreography, musical composition, and media arts.

ARTS CENTERED CHILDREN will exhibit one or more of the following characteristics:

- have an *understanding* of the artistic voice and the utilization of the arts as a means of expression;
- have a *knowledge* of the creative process and its role in the making of art;
- have a demonstrated *skill* in a performing arts discipline; or,
- have the *ability* to create art and articulate a personal artistic vision.

When determining the merits of undertaking programs, activities, and artistic collaborations, the Arts Education Program will be evaluating the existence of: hands-on student participation; multi-year duration of student participation; long-term commitment of districts, schools, and community-based organizations; district, school, teacher, and parent participation in pre-planning; educationally grounded curriculum resource materials; mandatory teacher and parent training modules; assessment methods based on measurable student outcomes; program and student impact evaluation plans; demonstrated artistic quality; experience of artists and arts organizations in delivering hands-on arts education programs and activities to students, teachers and parents; and, other features that we believe contribute to the development of **ARTS CENTERED CHILDREN**.

Toni Morrison, awarded the Nobel Prize in 1993, states that, "I've always thought best when I wrote. Writing is what *centered* me. In the act of writing, I felt most alive, most coherent, most stable and most vulnerable."

MISSION

The mission of the NJPAC Arts Education Program is to provide New Jersey children, families, and educators with the opportunity to participate in high quality performing arts experiences featuring state, national and international artists and companies, that are designed to stimulate creative expression, celebrate the rich cultural diversity of the arts, excite the imagination, and enhance the joy of learning.

- GOAL #1** Provide New Jersey children with opportunities for exposure to high quality arts experiences that foster an understanding of the artistic voice and the utilization of the arts as a means of self-expression;
- GOAL #2** Provide opportunities for children throughout the diverse geographic regions and cultural populations of New Jersey to participate in quality arts experiences in schools and other non-traditional community-based venues.
- GOAL #3** Provide New Jersey children with the opportunity to participate in the creation of art as playwrights, poets, choreographers, composers, and other makers of original works of art;
- GOAL #4** Provide opportunities for New Jersey children to develop skill and discipline in the art of music, theater, dance, literary arts, and media arts;
- GOAL #5** Provide a creative environment, resource and network for New Jersey artists that nurtures dialogue, exploration, and discovery in the creation and production of curriculum-based teaching activities and performances designed specifically for young audiences;
- GOAL #6** Provide a resource for artists, educators, social workers, and parents to have access to participatory workshops and training opportunities designed to broaden their understanding of the value of the arts, and expose them to the most recent curriculum materials and teaching strategies in the field of arts education.

PROGRAMS Pilot Projects - 1995 and 1996

The Programs listed below, if deemed appropriate after further consideration, will be phased in incrementally over an eight-year timeframe based on priorities, budget considerations, and assessment and evaluation implications.

The Music Project

The Music Project will be implemented as a pilot project in New Jersey schools and the objective is to enhance the opportunities for students to increase their musical ability through the study of jazz and salsa music during the regular school day, and to use music as a stimulus to affect positively the participating students' behavior, attendance, and academic preparedness.

The Theater Project

The Theater Project will be implemented as a pilot project in urban and suburban New Jersey schools, and its objective is to provide opportunities for children to study the artistic areas of theater with professional artists and teaching personnel in a consistent program of training during the regular school day. The project is designed to address the virtual absence of theater as a valued area of study available to elementary and secondary students as a core school subject.

The Dance Project

The Dance Project will be implemented as a pilot project in urban and suburban New Jersey schools, and its objective is to provide opportunities for children to study dance with professional artists and teaching personnel in a consistent program of training during the regular school day. The project is designed to address the absence of dance as a valued area of study available to elementary and secondary students as a core school subject.

Community-based Residency Project

The Community-based Residency Project will be implemented as a pilot project in New Jersey urban and suburban communities. The objective is to broaden the cultural opportunities of participating children and their families through performances, workshops and educational resource materials focusing on the performing arts.

Pilot Projects - 1995 and 1996 (Continued)

Performing Arts Curriculum for Educators (PACE)

Performing Arts Curriculum for Educators (PACE) will be implemented as a pilot project in New Jersey urban and suburban communities. The objective is to serve as a catalyst for forging partnerships between artists\arts organizations, school districts, schools, teachers, and parents that will result in the development of performing arts curriculum to be used by regular classroom teachers. The project is designed to use broad-based planning, long-term artist residencies, and professional development in a variety of performing arts disciplines to successfully integrate the performing arts into the regular classroom learning activities of students.

Linking Artists with Social Service Organizations (LASSO)

Linking Artists with Social Service Organizations (LASSO) will be implemented as a pilot project in New Jersey urban and suburban communities. The objective is to serve as a catalyst for forging partnerships between artists\arts organizations, community-based organizations, their staff and parents, that will result in the development of effective arts education activities serving the specific needs of the locally-based populations. The project is designed to use broad-based planning and long-term residencies in a variety of disciplines to successfully integrate the performing arts into the regular activities of pre-schools, neighborhood youth centers, residential centers, and other community-based organizations.

PROGRAMS Post Opening Night - 1997 through 2004

The Programs listed below, if deemed appropriate after further consideration, will be phased in incrementally over an eight-year timeframe based on priorities, budget considerations, and assessment and evaluation implications.

On-SchoolTime Performance Series

The objective of the On-SchoolTime Performance Series at NJPAC is to introduce children to a broad range of performing arts disciplines and genres through performances, workshops, residency activities, and curriculum resource materials featuring New Jersey, national, and international performing artists and companies.

Summer Arts Festivals

The objective of Summer Arts Festivals at the New Jersey Performing Arts Center is to provide opportunities for audiences of all ages to participate in free outdoor events at the Arts Center featuring high quality professional artists as well as New Jersey's most talented young artists.

Winter Arts Festivals

The objective of Winter Arts Festivals at the New Jersey Performing Arts Center is to stimulate opportunities for families (children and parents or guardians) to participate in activities centered around winter holiday observances at the Arts Center that are primarily culturally-oriented and that feature high quality New Jersey, national, and international performing artists and companies.

NJPAC On-Tour

The objective of NJPAC On-Tour is to ensure that the resources and activities of the Arts Education Program are accessible to children who live in remote geographic areas of New Jersey. The program will feature a roster of performing artists and companies who will be available to tour performances to schools and community-based sites.

Early Learning Through the Arts

The objective of the Early Learning Through the Arts project is to provide pre-school children with the foundations for future learning by teaching basic life skills through classroom residencies in the performing arts.

Post Opening Night - 1997 through 2004 (Continued)

Distance Learning Network

The objective of the NJPAC Distance Learning Network is to make the On-SchoolTime performances and workshops of the Arts Education Program available to children who reside in remote geographic areas of New Jersey through telecommunications technology.

NJPAC Artists-In Residence

The objective of NJPAC Artists-In-Residence is to maximize the Arts Center as a resource for New Jersey, national and international performing artists and companies to collaborate with NJPAC in creating original work, inter-disciplinary projects, innovative production techniques, and educational resource materials specifically for young audiences. The productions and materials created during these short-term rotating residencies will be designed especially to meet the needs of New Jersey's diverse population, while reflecting the principles and vision of NJPAC and the Arts Education Program.

Newark Arts Education Tourism Network

The objective of the Newark Arts Education Tourism Network is to create a critical mass of programming around which schools and other populations can plan full-day field trips which will allow them to visit Newark and participate in a multitude of activities at NJPAC and other arts and cultural organizations during a single day's excursion to the city. The NJPAC is exploring the creation of a partnership with other arts education providers in the City of Newark that will allow us to engage in cooperative planning for the packaging of thematic tourism activities featuring performing arts events, visual art exhibitions, historical displays, tours, conferences, festivals and other programs.

Professional Development Program

The objective of the Professional Development Program of NJPAC is to provide school teachers, artists, parents, and staff persons from community-based organizations with opportunities to enhance their skills in providing children with educationally grounded arts experiences. Professional Development components will also be integrated into all the pilot projects and program areas of the Arts Education Program.

Post Opening Night - 1997 through 2004 (Continued)

Summer School for the Performing Arts

The objective of a Summer School for the Performing Arts at NJPAC is to provide opportunities for New Jersey secondary students to have access to a North Jersey facility that offers performing arts training in dance, music, theater, literary arts, and media arts reflecting a broad range of cultural expressions.

Resident High School for the Performing Arts

The objective of the Resident High School for the Performing Arts is to provide educational opportunities for New Jersey children who are interested in receiving training in a specific performing arts discipline combined with a comprehensive academic education, directed towards entrance to colleges or conservatories for post-secondary training in the arts or for direct entry into professional careers in the arts.

Helping Young Performers Excel (HYPE)

The objective of Helping Young Performers Excel (HYPE) is to provide a platform for the myriad creative expressions of New Jersey's young artists and to provide recognition for their achievements. Performing arts showcases and awards along with television and radio exposure are among the strategies for gaining wider public visibility for the talents and accomplishments of New Jersey's artistically gifted children.

New Jersey Symphony Orchestra

The New Jersey Symphony Orchestra (NJSO) will be a resident company of the New Jersey Performing Arts Center. The NJSO Education Program will be presenting an expanded schedule of activities at NJPAC to introduce audiences of all ages, throughout the state, to its vast repertoire and the performance traditions of symphonic music.

Accessibility for Disabled Youngsters

The New Jersey Performing Arts Center facilities will be wheelchair accessible with special seating provisions for its wheelchair audience members, and will be equipped with an assistive listening system. Special performances will be presented that are augmented with audio description, braille programs, and sign language interpretation. There will be a typewriter phone line (TTY\TTD) for use by deaf, hard of hearing, or hearing persons. The New Jersey Performing Arts Center will also present performances by artists and companies that either feature disabled artists and/or that are targeted specifically for audiences of disabled persons.

COLLABORATIONS

As stated at the outset, in the Planning Process Document, a guiding principle in the exploration of projects to be initiated by the NJPAC Arts Education Program will be the participation of New Jersey's professional artists and arts organizations. This collaborative spirit is intended to foster relationships that maximize NJPAC's goal to be a center stage for New Jersey's wealth of artistic resources, and to stimulate greater opportunities for developing creative material and innovative production techniques designed especially to meet the needs of New Jersey children.

NJPAC promises to be a stage for performing artists and companies of national and international stature. This will afford the Arts Education Program the wherewithal to schedule special on-SchoolTime performances, master classes, residencies, and other activities that provide a global perspective of the arts universe for New Jersey children.

NJPAC conducted site visits to a large number of arts organizations and events in New Jersey and nationally which offered a "birds-eye view" of the quality and scope of work currently being undertaken by arts educators. In addition, much has been learned about the unmet needs of schools, educational organizations, and community-based organizations, that provide fertile ground for partnerships that will address the challenges they face in providing arts and cultural experiences to children in New Jersey.

The pilot projects and programs contained in this *Ten-Year Action Plan* will embrace the efforts of New Jersey artists and performing companies to forge collaborations that provide optimum use of resources and maximum benefit toward our mutual objective to enrich the arts education landscape. NJPAC has laid significant groundwork, with New Jersey artists and arts organizations, and will continue to tap into the state's existing cultural network to foster partnerships, share information, and identify the most effective and innovative strategies in the field of arts education.

This process has already begun with the *Fat City* and *Mural Magic* projects, which drew on the resources of the National Dance Institute, New Jersey Ballet, Premiere Dance Theatre, The Newark Museum, City Without Walls, and a host of individual performing artists. Both schools and community-based organizations had an integral role in the planning and implementation of *Fat City* and *Mural Magic*.

Each of the Pilot Projects contained in this *Ten-Year Action Plan* will rely heavily on the insight and experience of New Jersey professional artists and companies to ensure that needless competition and duplication of services is avoided.

Performing Arts Curriculum for Educators (PACE) and Linking Artists with Social Service Organizations (LASSO) are two Pilot Projects that will not only serve their stated objectives, but will also assist NJPAC in identifying and solidifying relationships with professional artists and companies that will form the nucleus of resources to plan and implement the Post Opening Night program initiatives.

COLLABORATIONS (Continued)

Programs and other areas that provide opportunities for collaboration include:

- The Dance Project
- The Music Project
- The Theater Project
- Community-based Residency Project
- Performing Arts Curriculum for Educators (PACE)
- Linking Artists with Social Service Organizations (LASSO)
- On-SchoolTime Performances
- NJPAC On-Tour
- Newark Arts Education Tourism Project
- Early Learning Through the Arts
- Distance Learning Network
- Summer and Winter Arts Festivals
- Summer School for the Performing Arts
- Resident High School for the Performing Arts
- NJPAC Artists-In-Residence
- Professional Development Program
- Co-Productions
- Rental of Facilities (Performances, Rehearsals and Workshops)
- Membership on Arts Education Council
- Networking Events (Showcases and Conferences)
- Research and Information Sharing

SUPPORTING FACTORS

The philosophical thrust and programmatic content of the NJPAC Arts Education Program *Ten-Year Action Plan* emerged as a result of an evolutionary process which strongly valued the integrity of shared input and problem solving, the importance of diverse participation, and a foundation provided by research-influenced decision-making. By deciding upon this course of pursuit to mobilize public discourse centered around arts education issues, NJPAC was able to move forward with an "informed will" that resulted in the shaping of an arts education vision committed to the development of **ARTS CENTERED CHILDREN**.

NJPAC embarked on a journey to create and implement a long-range plan for arts education in October 1992. Armed with nothing more than the experience and desire to reach for the best, NJPAC's arts education staff sought to respond to the challenge of "filling a blank slate" of possibilities with innovative programming.

Many arts organizations and other stakeholders throughout New Jersey were familiar with the on-going development of the New Jersey Performing Arts Center, and many were enthusiastic, but some were reticent in their support. It was understandable that some arts organizations would be concerned that NJPAC might try to "exclude" or "supersede" existing arts education programs and providers. NJPAC responded in a proactive way by inviting all stakeholders (e.g. arts organizations, educators, community-based organizations, etc.) to participate and provide input into the development of the arts education *Ten-Year Action Plan*.

The information gathered as a result of this process informed the development of the NJPAC arts education vision and programmatic choices in a myriad of ways including:

- commitment to developing neighborhood-based programming;
- initiating an exploratory survey of schools of the arts in New Jersey and nationally;
- focus on a range of educational issues surrounding the development of on-schooltime performances;
- understanding the need for customized program development for pre-school age children;
- recognizing the need for parent-planning to stimulate family-oriented participation; and,
- provision of training for community-based personnel;

In general, research findings showed that a range of arts disciplines offered by arts education providers and schools covered a broad scope of performing, non-performing, and multi-disciplinary arts categories. When examined closely, the distribution of these activities, however, uncovers a trend among the respondent group of providers that indicates an abundance of arts programs in music, with significantly less programs and/or activities in the areas of theater and dance. This finding exposes a need to balance the arts education landscape, particularly for school-aged youth who deserve opportunities to explore a comprehensive array of creative expressions. In addition, within the music discipline, jazz, opera, chamber, gospel, and popular music are not as widely offered as orchestra.

SUPPORTING FACTORS (Continued)

In the age of shrinking resources and higher demands for fiscal prudence, arts education managers and funders recommend that organizations respond by coordinating services and designing collaborative programs that prove to be more cost effective while serving a broader range of participants' needs.

The research project revealed that arts education providers tend to rely largely on informal evaluation methods to assess the overall impact and/or outcomes of their activities. While measures such as program observations, participant feedback forms and interviews provide a meaningful source of information on the value and affects of arts education programs, assessment measures that include student testing, portfolios, pre/post attitudinal scales and performance evaluations are needed to capture the full impact of arts education programs. NJPAC will incorporate evaluative documentation and assessment as core elements of its program design.

The research revealed common challenges experienced by program implementers such as lack of staff capacity and time, difficulties in establishing long-term partnerships, mutual commitment towards programming, and securing facility space for activities. NJPAC will set forth a programming agenda that seeks to balance the provision of arts education services against limitations and constraints that may be placed on our ability for effective management and implementation. By forging prioritized decision-making, NJPAC will strive to alleviate these constraints while maximizing the value, scope and integrity of its arts education programs.

A key objective of the research project was to gauge the opinions of arts education providers and consumers regarding the desired role and potential functions of NJPAC's arts education program. Respondent groups emphasized the need for information on arts education programs locally, as well as national trends on strategies and issues in the field. Similarly, respondents expressed a desire for culturally diverse programming, training in arts education techniques, and programs that would be accessible throughout New Jersey.

Each conference served to promote public discourse and collective problem-solving around an identified theme or challenge. Extensive audio/video taping was conducted and all notes from presentations and break-out session reports were gathered to capture the essence of each participant's input. This information was shared with members of the AERT and served a critical role in crystallizing and documenting patterns of response which, in turn, influenced the vision and program choices articulated in this *Ten-Year Action Plan*.

ADMINISTRATION

Assessment and Evaluation

The New Jersey Performing Arts Center recognizes the importance of measuring the benefits that students receive as a result of participating in the activities of the Arts Education Program. NJPAC will be entering into a three-year research and planning process to develop an outcome-based model that will have at its center authentic student performance assessment. Assessment will be a central component of all Arts Education Program activities and will be designed to receive feedback directly from the participating students.

Specific expected outcomes will be factored into each program to inform all areas of design such as: the implementation plan; curriculum; educational resource materials; and selection of artists. Special attention will be devoted to the on-going work of the Lincoln Center Institute's Project for Evaluation and Curriculum Development, the American Council for the Arts development of the Assessment Dissemination Network, and the work of the Council of Chief School Officers' National Assessment of Educational Progress project in the area of arts standards and assessment a their resulting report which is to be completed in 1997.

Documentation of our program activities will also serve to create an "institutional memory" that captures "lessons learned" which can be useful in shaping the future directions of our efforts. This evaluation approach will be used to measure short-term project outcomes and long term program goals and institutional strategic planning.

Advocacy

The NJPAC Arts Education Program will be an active member of the Alliance for Arts Education\NJ (AAE\NJ) in its effort to create a receptive environment for artists, arts organizations, and arts education within the national, state, and local education, government, and business communities. This includes advocacy efforts directed towards the Goals 2000: Educate America Act, the New Jersey Department of Education - Core Course Proficiencies in the Fine and Performing Arts, and educational reform at all levels. NJPAC will be a partner with AAE\NJ, its membership, and others in the quest to make the arts a respected integral component of basic education. The NJPAC Arts Education Program will also participate in the activities of the New Jersey State Council on the Arts, the International Network of Visual and Performing Arts High Schools, the Association of Performing Arts Centers - Arts Education Caucus, and other advocacy efforts.

ADMINISTRATION (Continued)

Arts Education Council

The NJPAC Education Program will be assembling an Arts Education Council (AEC) to help facilitate access to the resources necessary to support the programming priorities identified in the *Ten-Year Action Plan*.

The AEC is designed to be in place by June 30, 1995. This is six-months following the expiration of service for the Arts Education Resource Team. The AEC will provide us with direct feedback from the community-at-large concerning views about the effectiveness of the NJPAC Education Program activities and operations. It is important that meaningful contact be maintained with a broad range of constituencies in our constant efforts to be responsive to the arts education needs of New Jersey children.

CONCLUSION

The final *Ten-Year Action Plan* will set out the vision, mission and goals, program components, implementation methodology, target audiences, marketing strategies, sales operations, priorities and timeframe, budget considerations, administrative structure, staffing pattern, facilities, and assessment and evaluation implications of the NJPAC Arts Education Program.

The scope of the Program will require a wide range of activities to serve the total arts education needs of New Jersey residents. In order to develop a program of this scale, it will be necessary to construct and prioritize a wide range of activities that will be phased in incrementally over a period of ten years (1995-2004.)

Although the NJPAC Arts Education Program is committed to the programs, activities and collaborations described above, there are many other ancillary benefits that can be derived from the programs in this *Ten Year Action Plan*:

- valuing the skills possessed by artistically gifted children equal to academically gifted children;
- cultivating problem solving skills;
- utilizing the arts to aid learning in other subject areas;
- increasing understanding of world cultures;
- developing literate arts audiences for the future;
- developing skills and competencies useful in the workplace; and,
- gaining a sense of personal self-pride, self-confidence, and self-discipline.

NJPAC should not and will not devote its arts education resources to replicating existing efforts. While we respect, support, and applaud the efforts of arts education providers statewide and nationally, NJPAC's decisions to develop, produce, and administer arts education programs (either solely or in partnership with others) will be based in large part on whether the artist, organization, or program is grounded in principles which contribute to the development of **ARTS CENTERED CHILDREN**.

The opportunity for NJPAC to have a significant impact on the teaching of academic subjects to children can never equal the range of options and resources to achieve this that are available in our traditional school systems. Principals, teachers, guidance counselors, social workers, psychologists, special education personnel and other members of the formal education system are much better positioned and empowered to undertake the traditional teaching of academic subject matter than NJPAC. We can, however, be partners with the education community in helping teachers to:

CONCLUSION (Continued)

- utilize the performing arts to work more effectively in the classroom; and,
- develop curriculum resource materials that enhance the effectiveness of classroom teachers.

Realizing that the New Jersey Performing Arts Center has a mandate to serve as a resource for all New Jersey children posed a dilemma. Nonetheless, in a world of scarce resources, we decided to emphasize the artistic quality of the experiences provided to children as the basic measurement of our success, rather than the quantity of children we are able to serve.

Howard Gardner, of Harvard University's Project Zero, reminds us that, "For a community to be viable, its members must work together over time to develop reasonable goals and standards, work out the means for achieving such goals, have mechanisms to check whether progress is being made, and develop methods for changing course -- sometimes dramatically -- if progress is not being achieved. In a viable community, members recognize their differences and strive to be tolerant, while learning to talk constructively with one another and perennially searching for common ground."

The NJPAC Arts Education Program will be working towards finalizing the *Ten-Year Action Plan* during the next three months. We shall continue to seek your counsel during the remainder of the planning process, the pilot project phase, and when operations begin at the NJPAC facilities in 1997.

APPENDIX A
NJPAC Arts Education Committee

Ms. Barbara W. Bell
President
Amelior Foundation

Ms. Sharon Harrington
New Jersey State Council
on the Arts

Mr. Leonard Lieberman
NJPAC Board of Directors

Ms. Cathy McFarland
Executive Officer
Victoria Foundation

Dr. Ernest Boyer
President
Carnegie Foundation for the
Advancement of Teaching

Mr. Scott McVay
Executive Director
Geraldine R. Dodge Foundation

Ms. Celeste Bateman Mangan
Supervisor
Newark Division of Cultural Affairs

Mr. Eugene Campbell
Superintendent
Newark Board of Education

Hon. Gary Harris
Councilman
Newark Municipal Council

Ms. Roberta Carol
Director of Arts Education
NJ State Department of Education

Mrs. Olympia Dukakis
Actress and Producer

APPENDIX B
NJPAC Youth Resource Team

Ms. Keylula Artis
Newark, NJ

Mr. Brock Brunson
Newark, NJ

Mr. Michael Chisholm
Newark, NJ

Mr. Kaseem Coleman
Newark, NJ

Ms. Brandi Colander
South Orange, NJ

Ms. Sarah Davis
Irvington, NJ

Mr. Tarif Davis
Newark, NJ

Mr. David Elmore
Irvington, NJ

Ms. Quianah Floyd
Newark, NJ

Ms. Loretta Foster
Newark, NJ

Ms. Darkeisha Gunter
Newark, NJ

Ms. Stacey Hayes
Roselle, NJ

Ms. Ebony Hill
East Orange, NJ

Mr. Dwayne Irving

Mr. John Kaefer
Basking Ridge, NJ

Ms. Josina Lawrence
Newark, NJ

Mr. Carlos Lejnieks
Montclair, NJ

Ms. Ester Matias
Newark, NJ

Ms. September McDowell
Newark, NJ

Ms. Melissa Mooney
Marlton, NJ

Mr. Jamiyl Peters
Newark, NJ

Ms. Deborah Pierre
East Orange, NJ

Mr. Raul Serrano
Newark, NJ

Ms. Jacqueline Smith
Newark, NJ

Mr. Jose Velasquez
Newark, NJ

Mr. Darryl Yancy
Newark, NJ

APPENDIX C

NJPAC Arts Education Resource Team

Ms Laura Aden
NJ Theatre Group

Dr Kwaku Armah

Ms Nila Aronow
New Jersey Network

Ms Mary Jane Austin
Irvington Board of Education

Ms Flora Baldwin
City of East Orange

Mr Amuri Baraka

Dr. Francis A. Baran
University of Medicine & Dentistry / NJ

Ms. Lydia Davis Barrett
Urban League of Essex County

Ms Lorraine Baucum

Ms Vivian Beetle
Hoffmann-LaRoche, Inc

Ms Diana Bella
Amelior Foundation

Ms. Carol Belt
Trenton Board of Education

Ms Dorothea Benton Frank
NJ State Council on the Arts

Mr. Gary W. Blackman
ArtsPower

The Honorable Sara B. Bost
Essex County Board of Chosen Freeholders

Dr. Alex Boyd
Newark Public Library-Newark Jazz Fest

Mr Steve Brand
Liberty Science Center

Ms Barbara Burke
New Jersey State Opera

Ms Ruth Ann Burns
Thirteen-WNET

Ms. Eleta J. Caldwell
Arts High School (Newark)

Ms. Roberta Carol
NJ Department of Education

Mr. Peter E. Carter
Essex County Superintendent

Ms. Patricia Cerulli

Ms Tiz Christopherson
New Jersey Network

Ms. Carolyn Clark
New Jersey Ballet Company

Mr. Paul Cohen
NJ Department of Education

Ms Mary Ann Cool

Ms Gail Cruise-Roberson

The Honorable Mildred Crump

Ms. Mary Cudjoe
Martin Luther King Jr. Commission

Ms. Melanie Daniels-Ford
Crossroads Theatre Company

Mr Darnell Davis

Ms Sandra DeGeneste
Carter G. Woodson Foundation

Mr Roberto Del Rios
ASPIRA, Inc of NJ

Ms. Elizabeth Del Tufo
Newark Boys Chorus School

Mr John R. Devol
Festival of Music

Ms Carolyn Dorfman
Carolyn Dorfman Dance Company

Mr Jerome H. Enis
Herbert George Associates

Mr. Robert M. Farley
United Vailsburg Service Organization

The Honorable Armando Fontoura
Essex County Sheriff

Ms Ruth Foster
Pushcart Players

Mr Walter Freas
New Jersey Network

Dr. Phillip Geiger
Pliscataway Board of Education

Ms. Kristie Gentleman
New Jersey Institute of Technology

Ms Kristin Golden
Young Audiences of NJ

Ms Lisa Goldman
New Jersey Council for the Humanities

Mr Stuart Grant
Youth Consultation Service

Ms. Carole Graves
Newark Teachers Union

Ms Marilyn Grounds
Young Audiences of NJ

Ms Gwen Guthrie

Ms Pat Hall-Smith

Ms Blanche Harris

Mr Arthur Harris
Paterson Board of Education

Ms. Nancy Healy
Jersey City Public Schools

Ms Marcia Heard

Mr. Jerome Hines
Opera Music Theater International

Mr. James S. Hohn
First Fidelity Bancorporation

Ms Moonyene Jackson-Amus
Alpha Kappa Alpha Conn.

Ms Mary Louise Johnston
Arts Council of the Essex Area

Ms. Marilyn Jones
Matsushita Electric Corp of America

Ms. Karen Jones Meadows

Ms Dorothy Kaplan-Roffman
Thurnauer School of Music

Ms. Luna Kaufman

Dr. Annette Kearney
Plainfield Board of Education (former)

Ms. Susan Kerner
George Street Playhouse

Ms Joyce Kersey
A+ For Kids

Ms Dorthaan Kirk
WBGO Jazz 88

Mr. Melvin Knight
Boys & Girls Club of Newark

Ms. Lynne Kramer
Project Impact

Mr Thomas Lanno
NJ Speech & Theater Association

Mr Phil Leach
Garden State Ballet

Mr Larry Leverett
New Community Corporation

Ms. Janice Litten
Girl Scout Council of Greater Essex Co.

Ms Karyne Lipman
New Jersey Transit

Ms. Marlene Mack
In Session Recording Studio

Mr Joseph Mancuso
Shoestring Players

Mr Joseph Maree
Midlantic National Bank

Ms Debra Marshall
Suburban Cablevision

Mr Art Martin
Int'l Assn. of Jazz Educators NJ

Dr. Jack McCullough
Governor's School of the Arts

APPENDIX B
NJPAC Youth Resource Team

Ms. Keylula Artis
Newark, NJ

Mr. Brock Brunson
Newark, NJ

Mr. Michael Chisholm
Newark, NJ

Mr. Kaseem Coleman
Newark, NJ

Ms. Brandi Colander
South Orange, NJ

Ms. Sarah Davis
Irvington, NJ

Mr. Tarif Davis
Newark, NJ

Mr. David Elmore
Irvington, NJ

Ms. Quianah Floyd
Newark, NJ

Ms. Loretta Foster
Newark, NJ

Ms. Darkeisha Gunter
Newark, NJ

Ms. Stacey Hayes
Roselle, NJ

Ms. Ebony Hill
East Orange, NJ

Mr. Dwayne Irving

Mr. John Kaefer
Basking Ridge, NJ

Ms. Josina Lawrence
Newark, NJ

Mr. Carlos Lejnieks
Montclair, NJ

Ms. Ester Matias
Newark, NJ

Ms. September McDowell
Newark, NJ

Ms. Melissa Mooney
Marlton, NJ

Mr. Jamiyl Peters
Newark, NJ

Ms. Deborah Pierre
East Orange, NJ

Mr. Raul Serrano
Newark, NJ

Ms. Jacqueline Smith
Newark, NJ

Mr. Jose Velasquez
Newark, NJ

Mr. Darryl Yancy
Newark, NJ

APPENDIX C

NJPAC Arts Education Resource Team

<i>Ms. Laura Aden</i> <i>NJ Theatre Group</i>	<i>Ms. Gail Cruise-Roberson</i>	<i>Ms. Marcia Heard</i>
<i>Dr. Kwaku Armah</i>	<i>The Honorable Mildred Crump</i>	<i>Mr. Jerome Hines</i> <i>Opera Music Theater International</i>
<i>Ms. Nila Aronow</i> <i>New Jersey Network</i>	<i>Ms. Mary Cudjoe</i> <i>Martin Luther King Jr. Commission</i>	<i>Mr. James S. Hohn</i> <i>First Fidelity Bancorporation</i>
<i>Ms. Mary Jane Austin</i> <i>Irvington Board of Education</i>	<i>Ms. Melanie Daniels-Ford</i> <i>Crossroads Theatre Company</i>	<i>Ms. Moonyene Jackson-Amus</i> <i>Alpha Kappa Alpha Conn</i>
<i>Ms. Flora Baldwin</i> <i>City of East Orange</i>	<i>Mr. Darnell Davis</i>	<i>Ms. Mary Louise Johnston</i> <i>Arts Council of the Essex Area</i>
<i>Mr. Amir Baraka</i>	<i>Ms. Sandra DeGeneste</i> <i>Carter G. Woodson Foundation</i>	<i>Ms. Marilyn Jones</i> <i>Matsushita Electric Corp. of America</i>
<i>Dr. Francis A. Baran</i> <i>University of Medicine & Dentistry / NJ</i>	<i>Mr. Roberto Del Rios</i> <i>ASPIRA, Inc. of NJ</i>	<i>Ms. Karen Jones Meadows</i>
<i>Ms. Lydia Davis Barrett</i> <i>Urban League of Essex County</i>	<i>Ms. Elizabeth Del Tijo</i> <i>Newark Boys Chorus School</i>	<i>Ms. Dorothy Kaplan Roffman</i> <i>Thurnauer School of Music</i>
<i>Ms. Lorraine Baucum</i>	<i>Mr. John R. Devol</i> <i>Festival of Music</i>	<i>Ms. Luna Kaufman</i>
<i>Ms. Vivian Beetle</i> <i>Hoffmann-LaRoche, Inc.</i>	<i>Ms. Carolyn Dorfman</i> <i>Carolyn Dorfman Dance Company</i>	<i>Dr. Annette Kearney</i> <i>Plainfield Board of Education (former)</i>
<i>Ms. Diana Bella</i> <i>Amelior Foundation</i>	<i>Mr. Jerome H. Enis</i> <i>Herbert George Associates</i>	<i>Ms. Susan Kerner</i> <i>George Street Playhouse</i>
<i>Ms. Carol Belt</i> <i>Trenton Board of Education</i>	<i>Mr. Robert M. Farley</i> <i>United Vailsburg Service Organization</i>	<i>Ms. Joyce Kersey</i> <i>A+ For Kids</i>
<i>Ms. Dorothea Benton Frank</i> <i>NJ State Council on the Arts</i>	<i>The Honorable Armando Fontoura</i> <i>Essex County Sheriff</i>	<i>Ms. Dorihaan Kirk</i> <i>WBGO Jazz 88</i>
<i>Mr. Gary W. Blackman</i> <i>ArtsPower</i>	<i>Ms. Ruth Fost</i> <i>Pushcart Players</i>	<i>Mr. Melvin Knight</i> <i>Boys & Girls Club of Newark</i>
<i>The Honorable Sara B. Bost</i> <i>Essex County Board of Chosen Freeholders</i>	<i>Mr. Walter Freas</i> <i>New Jersey Network</i>	<i>Ms. Lynne Kramer</i> <i>Project Impact</i>
<i>Dr. Alex Boyd</i> <i>Newark Public Library-Newark Jazz Fest.</i>	<i>Dr. Phillip Geiger</i> <i>Piscataway Board of Education</i>	<i>Mr. Thomas Lanno</i> <i>NJ Speech & Theater Association</i>
<i>Mr. Steve Brand</i> <i>Liberty Science Center</i>	<i>Ms. Kriste Gentleman</i> <i>New Jersey Institute of Technology</i>	<i>Mr. Phil Leach</i> <i>Garden State Ballet</i>
<i>Ms. Barbara Burke</i> <i>New Jersey State Opera</i>	<i>Ms. Kristin Golden</i> <i>Young Audiences of NJ</i>	<i>Mr. Larry Leverett</i> <i>New Community Corporation</i>
<i>Ms. Ruth Ann Burns</i> <i>Thirteen-WNET</i>	<i>Ms. Lisa Goldman</i> <i>New Jersey Council for the Humanities</i>	<i>Ms. Janice Lilien</i> <i>Girl Scout Council of Greater Essex Co</i>
<i>Ms. Eleta J. Caldwell</i> <i>Arts High School (Newark)</i>	<i>Mr. Stuart Grant</i> <i>Youth Consultation Service</i>	<i>Ms. Karyne Lipman</i> <i>New Jersey Transit</i>
<i>Ms. Roberta Carol</i> <i>NJ Department of Education</i>	<i>Ms. Carole Graves</i> <i>Newark Teachers Union</i>	<i>Ms. Marlene Mack</i> <i>In Session Recording Studio</i>
<i>Mr. Peter E. Carter</i> <i>Essex County Superintendent</i>	<i>Ms. Marilyn Grounds</i> <i>Young Audiences of NJ</i>	<i>Mr. Joseph Mancuso</i> <i>Shoestring Players</i>
<i>Ms. Patricia Cerulli</i>	<i>Ms. Gwen Guthrie</i>	<i>Mr. Joseph Maree</i> <i>Midlantic National Bank</i>
<i>Ms. Tiz Christopherson</i> <i>New Jersey Network</i>	<i>Ms. Pat Hall-Smith</i>	<i>Ms. Debra Marshall</i> <i>Suburban Cablevision</i>
<i>Ms. Carolyn Clark</i> <i>New Jersey Ballet Company</i>	<i>Ms. Blanche Harris</i>	<i>Mr. Art Martin</i> <i>Int'l Assn. of Jazz Educators NJ</i>
<i>Mr. Paul Cohen</i> <i>NJ Department of Education</i>	<i>Mr. Arthur Harris</i> <i>Paterson Board of Education</i>	<i>Dr. Jack McCullough</i> <i>Governor's School of the Arts</i>
<i>Ms. Mary Ann Cool</i>	<i>Ms. Nancy Healy</i> <i>Jersey City Public Schools</i>	

Appendix C Continued

- Mr. John R. McEwen
Paper Mill Playhouse
- Dr. Julia Miller
Cities in Schools
- Dr. Sandra Moore
New Jersey Institute of Technology
- Ms. Fatima Morais
- Ms. Trish Morris Yamba
Newark Day Center
- Mr. John Murez
Newark Board of Education
- Ms. Judy Nachison
New Jersey Symphony Orchestra
- Mr. Joseph Napoli
St. Dominic Academy
- Ms. Susan Newberry
The Newark Museum
- Dr. Geoffrey Newman
Montclair State University
- Mr. Roger Newman
Youth Advocate Program
- Dr. John F. Noonan
Bloomfield College
- Mr. Lance Olson
Emerson Majestic Theatre
- Ms. Judith Ann Sarris Conk
Oradell Public Schools
- The Honorable Joseph C. Parlavecchio
Essex County Board of Chosen Freeholders
- Mr. Dorian Parreott
NJMEA & AAE NJ
- Sister Marie Paul, O.P.
St. Dominic Academy
- Mr. Albert T. Viola
The Peddie School
- Mr. Tony Peele
Protestant Community Centers, Inc.
- Ms. Bonnie Perry
- Ms. Joyce Perry-Jacobs
Newark Community School of the Arts
- Mr. John Pietrowski
Playwrights Theatre of New Jersey
- Ms. Mary Sue Sweeney Price
The Newark Museum
- Mr. Richard Probert
- Ms. Kathy Rae
Thirteen-WNET
- Ms. Janet Rassweiler
NJ Historical Society
- Ms. Anne Reeves
The Arts Council of Princeton
- Rufus Reid
- Ms. Jacquelynn Rhodes
New Jersey Institute of Technology
- Ms. Marva Richardson
Wilson Woodridge Architects
- Ms. Berda Rittenhouse
- Mr. Richard W. Roper
The Port Authority of NY & NJ
- Ms. Gilda Rorro
NJ Department of Education
- Ms. Jacque Rubel
Institute for Arts & Humanities Education
- Ms. Barbara Russo
New Jersey State Council on the Arts
- Mr. Willie Sanchez
NIN-Imágenes
- Dr. Jamie Savedoff
Montgomery Township Schools
- Mr. Anthony Scannella
NJ Principals & Supervisors Assoc.
- Ms. Arlene Schor
Supervisor of Art, Union Township
- Ms. Susie Schub
Childrens' Cultural Arts Center
- Dr. Vera Schwartz
Very Special Arts NJ
- Ms. Deborah Scott
NJEA
- Reverend Edward B. Smart Jr.
Israel Memorial A.M.E. Church
- Ms. Deborah Smith
- Mr. Ray Smith
Rutgers University
- Mr. Bob Snodgrass
All State Coordinator/NJMEA
- Ms. W. Lynn Snow
- Ms. Elaine C. Sopko
Newark School of Fine & Industrial Arts
- Ms. Susan Speidel
Paper Mill Playhouse
- Sister Maureen Fonseca
St. Philip's Academy
- Ms. Sharon Stephens
Dance Compass
- Ms. Elizabeth B. Stockly
Colonial Symphony
- Ms. Christine Taylor
Science High School (Newark)
- Ms. Marie Thomas
Peppermint Players
- Mr. Joseph Thomasberger
Tri-City Peoples' Corporation
- Ms. Paula S. Van Pelt
Essex County Division of Cultural Affairs
- Ms. Monika Vazirani
The Prudential Foundation
- Mr. Don Viapree
Cablevision
- Ms. Christine Vogel
Newark Mediaworks
- Ms. Beth Ann Vogel
NJ State Council on the Arts
- Ms. Carolyn B. Thompson Wallace
International Youth Organization
- Ms. Shirley M. Ward
Public Service Electric & Gas
- Ms. Franotie A. Washington
Newark Board of Education
- Reverend William D. Watley, Ph.D.
St. James A.M.E. Church
- Ms. Marete Wester
Alliance for Arts Education/NJ
- Ms. Gail B. Williams
Newark Board of Education
- Bishop Leonard R. Williams
Zion Holiness Church
- Ms. Stevonne Wilson-Sampson
WNJR Radio 1430 AM
- Ms. Connie Woodruff
City News
- Dr. Sandra Woody
Montclair Board of Education
- Dr. A. Zachary Yamba
Essex County College

APPENDIX D

NJPAC Conferences and Retreats

NJPAC hosted five conferences/retreats with the Arts Education Resource Team during the planning process, thus far.

The first conference entitled *The Aesthetic Education Ethos*, held at the Gateway Center in Newark on May 21, 1993, discussed the different philosophical approaches to arts education and featured guest speaker Scott Brandon, Executive Director of the Lincoln Center Institute in New York City.

On July 20, 1993 a conference was held at the Newark Public Library focusing on *Professional Development for Teachers and Artists*. During this conference the New Jersey Department of Education state core course proficiencies in the fine and performing arts were discussed as well as national trends and future directions in professional development. Derek Gordon, Associate Managing Director at the John F. Kennedy Center in Washington, D.C., was the guest speaker.

A retreat was held at the Marlboro Inn in Montclair on October 16, 1993 focusing on *Collaborations with New Jersey Professional Performing Artists and Companies*. The focus of this retreat was to discuss how NJPAC will position itself in a complementary relationship to other arts education resources and to identify opportunities that may exist for partnerships and collaborations among artists and arts organizations within the State of New Jersey. The guest speaker for this retreat was Mark Alexander, Director of Education for the Richard B. Baumgardner Center for the Performing Arts in Clearwater, Florida.

On March 8, 1994 a conference entitled *Embracing the Social Service Sector* was held at Rutgers University/Newark Campus to explore ways to ensure that the arts education programs of NJPAC will be accessible and meaningful to the constituents of community-based organizations. Dr. Clement Price, Professor at Rutgers University, and E'Vonne Coleman, Executive Director of the Durham Arts Council in North Carolina were speakers for this conference.

The last conference, held on June 9, 1994 at Princeton University, was entitled *Reaching New Jersey Students Statewide*. The purpose of this conference was to examine ways to ensure that NJPAC will be a statewide resource for New Jersey's educators, students, and parents. The guest speaker for this conference was Dr. Jamie Savedoff, Superintendent of the Montgomery Township Schools in New Jersey.

NJPAC Staff (partial listing)

Lawrence P. Goldman

President and Chief Executive Officer

M. John Richard

Senior Vice President Development and Public Affairs

Gail L. Thompson, ALA

Vice President Design and Construction

Thomas L. Lussenhop

Vice President Finance

Philip S. Thomas

Director of Arts Education

Elizabeth L. Koppe

Associate Director of Program Management, Arts Education

Brenda J. Murphy

Assistant to the Director of Arts Education

Sandra Ham

Research Consultant, Arts Education

Board of Directors

Lawrence E. Bathgate II, Esq.

Bathgate, Wegener, Dugan & Wolf

Barbara W. Bell

President, Amelior Foundation

Marc E. Berson

Chairman, Fidelco Capital Group

Raymond G. Chambers

Chairman, Amelior Foundation

Percy Chubb III

Vice Chairman, The Chubb Corporation

Jon S. Corzine

Partner, Goldman, Sachs & Company

Charles D. Craig, Esq.

Clive S. Cummis, Esq.

Sills Cummis Zuckerman Radin Tischman Epstein & Gross

E. James Ferland

Chairman & CEO, Public Service Electric & Gas

The Honorable Jim Florio

Albert R. Gamper, Jr.

President & CEO, The CIT Group, Inc.

Edward L. Goldberg

Executive Vice President, Merrill Lynch & Company

Veronica McEternan Goldberg

Lawrence P. Goldman

President & CEO, New Jersey Performing Arts Center

Melvin R. Goodes

Chairman & CEO, Warner-Lambert Company

Thomas F. Kane Sr.

Chairman, Prinston, Kane Group, Inc.

Lewis Katz

Chairman of the Board, Kinney System, Inc.

Thomas H. Kean

President, Drew University

Alfred C. Koeppe

President & CEO, Bell Atlantic

Sheila C. Labrecque

Leonard Lieberman

Robert P. Luciano

Chairman & CEO, Schering-plough Corporation

Albert W. Merck

John J. Petillo, Ph.D.

Chairman, President & CEO, Primedex Health Systems, Inc.

Robert W. Pittman

President & CEO, Time Warner Enterprises

Michael F. Price

President, Mutual Series Fund, Inc.

Donald A. Robinson, Esq.

Robinson, St. John & Wayne

Morris Tanenbaum

Retired Vice Chairman & CFO, AT&T

Anthony P. Terracciano

Chairman, President & CEO, First Fidelity Bancorporation

Joseph A. Unanue

President, Goya Foods, Inc.

P. Roy Vagelos, M.D.

Chairman & CEO, Merck & Company, Inc.

Phyllis Cerf Wagner

Senior Vice President - Development, Wells, Rich, Greene Bldg

Robert C. Winters

Chairman & CEO,

The Prudential Insurance Company of America

Ex Officio

The Honorable Christine Todd Whitman

Governor, State of New Jersey

The Honorable Sharpe James

Mayor, City of Newark

The Honorable Donald Bradley

President, Newark Municipal Council

The Honorable Brian W. Clymer

Treasurer, State of New Jersey

Lillian Levy

Chairperson, New Jersey State Council on the Arts

